



Board Report

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Agenda Number: 43.

**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE
SEPTEMBER 15, 2022**

SUBJECT: ORAL REPORT ON OPERATIONS AND SERVICE RESTORATION UPDATE

RECOMMENDATION

RECEIVE oral report on Operations ridership, hiring, service restoration and Bienvenidos a Metro Program (Attachment A and B).

Equity Platform

Operations will collaborate with the Office of Equity and Race to identify and mitigate any concerns to ensure equitable outcomes relative to service.

ATTACHMENTS

Attachment A - Bienvenidos a Metro Program

Attachment B - Presentation

Prepared by: Nancy Saravia, Director Finance and Admin Management Services, Operations Administration, (213) 922-1217

Reviewed by: Conan Cheung, Chief Operations Officer
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A handwritten signature in black ink, appearing to read 'Stephanie N. Wiggins', is written over a horizontal line.

Stephanie N. Wiggins
Chief Executive Officer

Bienvenidos a Metro Program

Background:

On March 24, 2022, a motion was submitted by Directors Garcetti, Solis, Mitchell, Dutra, and Hahn to hire individuals with English as a Second Language. The motion requests Metro to offer flexibility with existing applicant requirements and expand language opportunities beyond the current applicant pool to fight the current Bus and Rail Operator shortage through the Bienvenidos a Metro program.

The Bienvenidos a Metro program will pursue partnerships with external ESL-serving stakeholders and coordinate with Los Angeles County's Internal Services Department to promote hiring opportunities in non-English speaking media and explore opportunities with County agencies, such as the Department of Workforce Development, Aging and Community Services (WDACS) and Office of Immigrant Affairs. In addition, Metro will provide updates and will conduct a feasibility study within the first 12 months of the program launch to expand Bienvenidos a Metro to additional languages to reach the widest Operator applicant pool.

Transit agencies across the board have experienced difficulties in hiring bus operators, but Los Angeles Metro has the opportunity to hire individuals where English is their second language. In Los Angeles County, more than half of the population speaks a language other than English at home, per census data, 38.1% of 18+ adults in Los Angeles County speak Spanish as their first language. According to Census Bureau data, the top five languages spoken at home in LA County other than English are Spanish, Chinese, Tagalog, Armenian, and Korean. As of July 2022, unemployment rates in LA County are at 4.9%, a slight drop from 5.1% in June 2022, and the difficulty to attract and hire bus operators has increased. We hope to bridge this gap with the Bienvenidos a Metro program, a program that will open Metro to a larger hiring pool. The Bienvenidos a Metro program aims to offer flexibility to expand employment opportunities beyond the current applicant pool to fight the current Bus and Rail Operator shortage.

To better serve the community, Metro is developing a multi-pronged approach to attract candidates with limited English proficiency by providing pathways into a job classification that previously has not been accessible due to the language requirements.

Bienvenidos a Metro:

Through our current application process, most candidates with limited English proficiency do not pass through the interview process and those that are proficient enough to pass the interview process and get hired, struggle to successfully complete our eight-week training program. To address these issues, Metro has partnered with three (3) educational institutions, with pilot programs under development.

LAUSD Adult Learning

LAUSD has an established Integrated Educational Training (IET) that partners a technical (career) instructor with an English as a Second Language (ESL) teacher for a hybrid learning experience. Candidates would go through our bus operator training modules along with additional language studies and other soft skills such as note taking and professionalism in the workplace. We are starting the process of developing an MOU with an anticipated start-up between October 2022 and January 2023.

Metro has partnered with workforce centers to inform potential students about Bienvenidos a Metro, where candidates apply through their local workforce center for the LAUSD program and are employed by Metro.

Cerritos College

Cerritos College offers two opportunities. The first is a series of contextualized courses for language learners. Potential trainees would have access to in-person or online courses that support our training program and can assist with more difficult concepts that are not easily translated. Coursework could include subjects such as math and writing skills. This is offered at no cost to the employee.

The second is similar to a work and study apprenticeship program to help the student develop certain basic skills, including language and test-taking skills, needed to be proficient on the job. This program would provide additional support to Metro's bus operator training program.

The college is currently reviewing our curriculum and we will be sending them information on our application process and a list of skill gaps that we are trying to address through these programs.

LA Valley College

LA Valley College has been the long-time host of the bridge (BOTA) program. With the next cohort set to start in late September, we have worked with the college to offer an asynchronous ESL course for candidates that would benefit from the additional assistance.

Internal work:

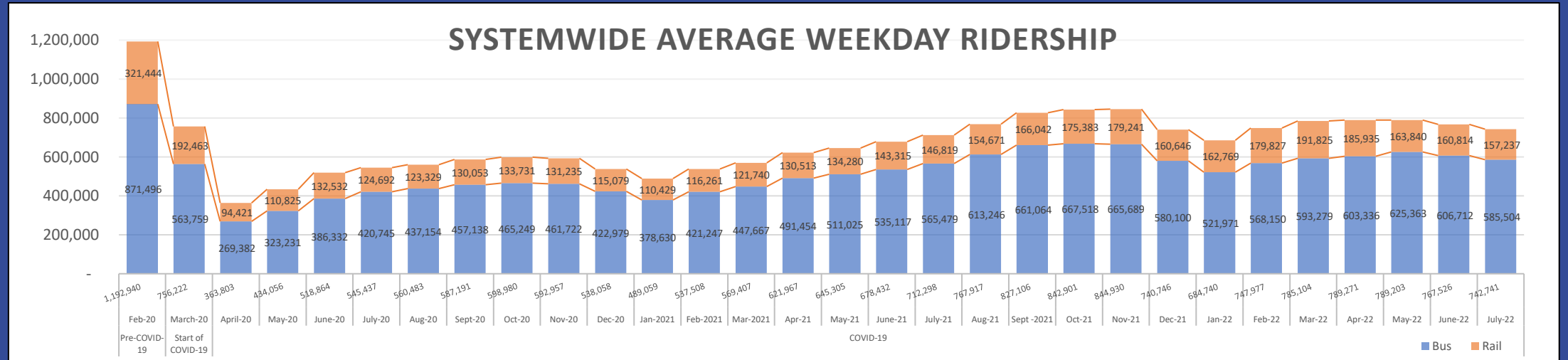
Internally, the Admin and Development group has worked with Operations Central Instruction (OCI) to interpret learning documents into Spanish to offer as an additional resource to trainees in which Spanish is their native language. The goal is to assist in the learning of concepts and terms that are not easily translatable between English and Spanish. In addition, the new OCI trainee class will be offered to participate in a pilot fast-tracking BAM by introducing bilingual Spanish/English California Driver License (CDL) test preparation. On Tuesday, September 6, 2022, OCI will be piloting this new tool to gauge its effectiveness.

COO Oral Report Operations Ridership and Service Restoration Update



Status of Conditions for Service Restoration and Metro Bus Service Levels

| | GOAL | STATUS February 2022 | STATUS July 2022 | ● ● ● |
|-------------------------|--|--|--|---|
| Operator COVID Cases | 30 or less per month | 459 Jan 2022 (month) | 220 July 2022 (month) | ● |
| Operator Staffing Level | Bus: 3,667 / Rail: 326 Total: 4,003 | Bus: 3,095 / Rail: 310 Total: 3,405 | Bus: 3,117 / Rail: 319 Total: 3,436 | ● |
| Cancelled Service | 2.00% or less per day | Weekday: 11% / Sat: 8% / Sun 20% | Weekday: 5.5% / Sat: 3.3% / Sun: 7.8% | ● |
| Ordered Call Backs | 200 or less per week | 766 (per week in Jan 2022) | 665 | ● |



| Rider-ship | Pre-COVID-19 | Start of COVID-19 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|------------|--------------|-------------------|----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | Feb-20 | Mar-20 | April-20 | May-20 | June-20 | July-20 | Aug-20 | Sep-20 | Oct-20 | Nov-20 | Dec-20 | Jan-21 | Feb-21 | Mar-21 | Apr-21 | May-21 | Jun-21 | Jul-21 | Aug-21 | Sep-21 | Oct-21 | Nov-21 | Dec-21 | Jan-22 | Feb-22 | Mar-22 | Apr-22 | May-22 | Jun-22 | Jul-22 |
| TOTAL | 1,192,940 | 756,222 | 363,803 | 434,056 | 518,864 | 545,437 | 560,483 | 587,191 | 598,980 | 592,957 | 538,058 | 489,059 | 537,508 | 569,407 | 621,967 | 645,305 | 678,432 | 712,298 | 767,917 | 827,106 | 842,901 | 844,930 | 740,746 | 684,740 | 747,977 | 785,104 | 789,271 | 789,203 | 767,526 | 742,741 |



Metro

Ridership Analysis Relative to Equity Focused Communities (EFC analysis will switch to 2022 EFC map for Sept Oral Report):

- Bus: Percent of all weekday bus activity occurring within Equity Focus Communities increased from 73% in Oct 2019 to 76.3% in May 2022 (bus stop data available month to month)
- Rail: Percent of all weekday rail activity occurring within Equity Focus Communities increased from 51.7% to 59.9% from FY19 to FY21 (rail station data available Fiscal Year level)

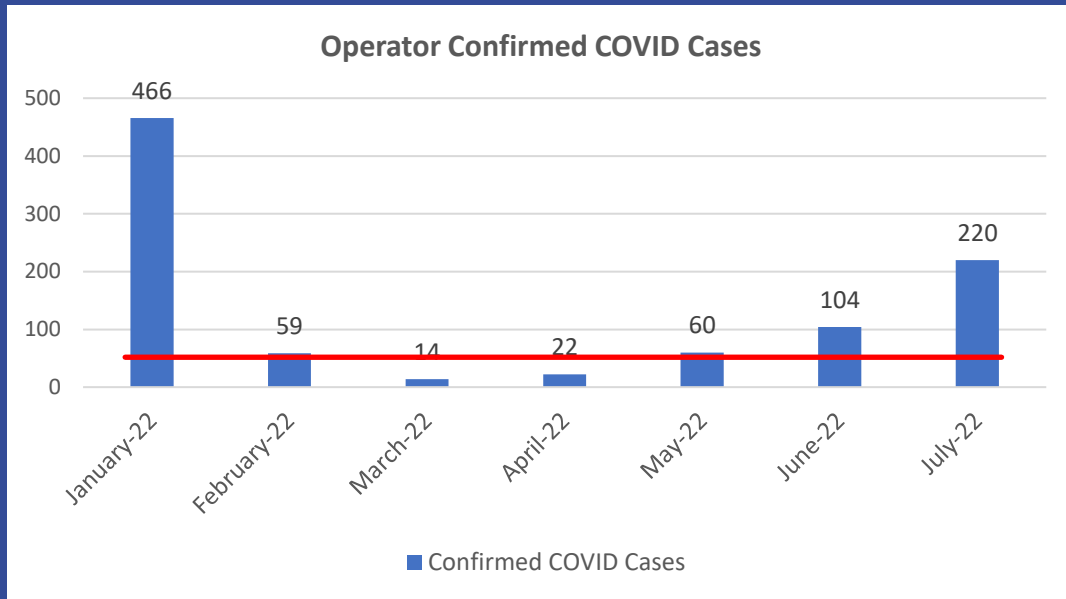
Highest Ridership Recovery by Line

| Count | Line | Corridor | Day Type | Achieved 90%+ Pre-Pandemic Recovery |
|-------|---------|-----------------------------|----------|-------------------------------------|
| 1 | 66 | Olympic/West 8th | Weekday | 99.0% |
| 2 | 236 | Balboa Bl | Weekday | 96.9% |
| 3 | 605 | Boyle Heights | Weekday | 95.1% |
| 4 | 94 | San Fernando Rd | Weekday | 93.9% |
| 5 | 603 | Hoover St | Weekday | 93.3% |
| 6 | 237 | White Oak - Woodley | Saturday | 108.0% |
| 7 | 603 | Hoover St | Saturday | 107.1% |
| 8 | 204 | Vermont Av | Saturday | 98.1% |
| 9 | 665 | CSULA - City Terrace | Saturday | 97.4% |
| 10 | 266 | Rosemead Bl | Saturday | 97.1% |
| 11 | 910/950 | Silver Line | Saturday | 96.4% |
| 12 | 125 | Rosecrans Av | Saturday | 94.7% |
| 13 | 94 | San Fernando Rd | Saturday | 91.3% |
| 14 | 125 | Rosecrans Av | Sunday | 111.2% |
| 15 | 603 | Hoover St | Sunday | 110.4% |
| 16 | 161 | Thousand Oaks | Sunday | 105.6% |
| 17 | 166 | Nordhoff St | Sunday | 105.2% |
| 18 | 266 | Rosemead Bl | Sunday | 103.2% |
| 19 | 162 | Sherman Way | Sunday | 99.9% |
| 20 | 218 | Studio City - Beverly Hills | Sunday | 99.8% |
| 21 | 602 | Sunset Bl Pacific Palisades | Sunday | 98.8% |
| 22 | 66 | Olympic/West 8th | Sunday | 97.8% |
| 23 | 105 | Vernon/La Cienega | Sunday | 95.6% |
| 24 | 165 | Vanowen St | Sunday | 94.6% |
| 25 | 237 | White Oak - Woodley | Sunday | 93.1% |
| 26 | 94 | San Fernando Rd | Sunday | 92.2% |
| 27 | 236 | Balboa Bl | Sunday | 91.3% |

Based on April 2022 average weekday, Saturday, and Sunday ridership (highest month to date for 2022) versus April 2019



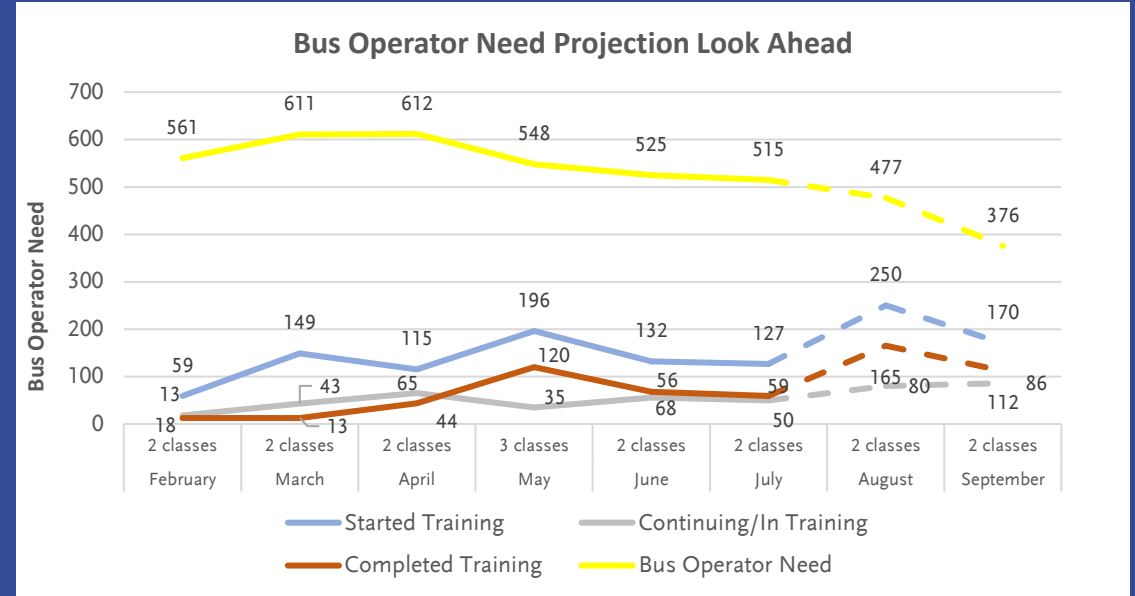
Operator COVID Status



Goal

- Goal: no more than 30 new COVID cases per month for operators
- July 2022 total: 220 operator cases

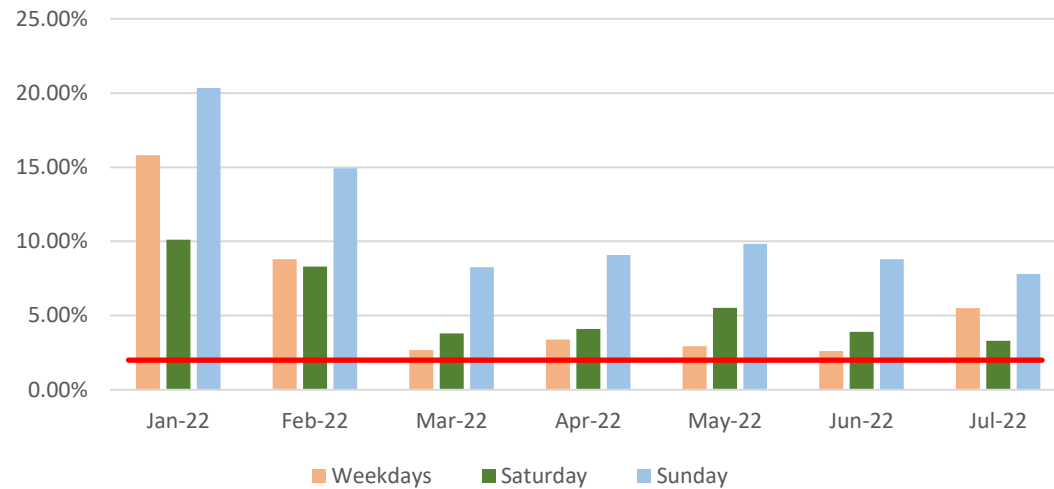
Operator Staffing Levels



- Bus Operator 8-week training classes are at 66% completion rate
- As of July 2022, there were 177 employees in training (127 started and 50 continuing in training) and another 59 completed training

Cancelled Service

Monthly Cancellations

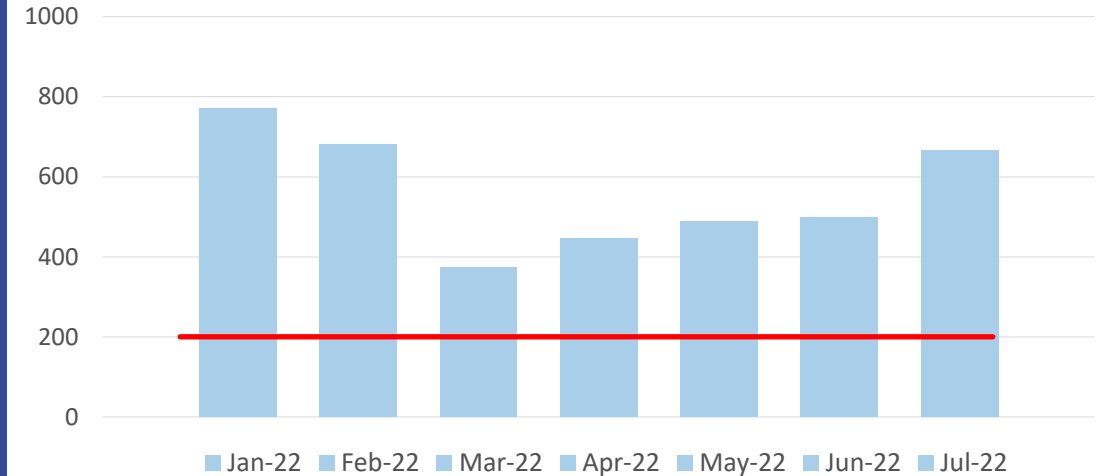


Goal

- Goal: No more than 2.00% systemwide bus service cancellations
- July averages:
 - 5.5% Weekday (compared to 10.00% in January 2022)
 - 3.3% Saturday (compared to 10.00% in January 2022)
 - 7.8% Sunday (compared to 13.00% in January 2022)

Ordered Callbacks

Ordered Call Backs - Weekly Average



- Goal: No more than 200 mandatory (ordered) call backs per week systemwide
- February 2022 ordered call back average: 681
- July 2022 ordered call back average: 665

Streamlined Recruitment and Scheduling Efforts

Hiring Initiatives

- Hiring Event on Saturday, August 27th yielded 218 attendees and 184 conditional offers
- Upcoming In-Person Hiring Event scheduled for Saturday, September 24, 2022 at Rio Hondo College
- Piloted Spark Hire, a video interview platform, as of July 8th and preliminary feedback is positive
- Continue to outreach to previously separated and retired employees
- Ratification of Metro and SMART's Collective Bargaining Agreement was accomplished with a 68.5% approval rate from voting members
- The new contract includes various changes ranging from increased starting pay, reduction in wage progression from 10 to 5 years, a one-time appreciation and retention bonus, and improved benefits among other changes, all aimed at improving operator hiring and retention at Metro

Continue Employee Engagement, Incentives, and Retention Initiatives

- ✓ Weekend rewards
- ✓ Employee referral programs
- ✓ Respect the Ride Campaign and continuation of SSLE line rides
- ✓ Enhanced safety and instructional training (Bystander, De-escalation, Line Mentor, etc.)
- ✓ Frontline employee recognition and social events at Divisions

Bienvenidos a Metro Update

- Goals: Increase Metro's employment opportunities for individuals with Spanish as their first language by pursuing partnerships with external stakeholders and organizations to develop pathways to assist potential candidates for successful completion of the application and training processes
- Engagement with three adult learning institutions to develop contextualized curriculums to support ESL learners in both pre-employment and employment programs
- Internal interpretation of Spanish/English training materials to support trainees in the learning of transportation concepts and processes have been developed. New pilot Spanish/English Bus Operator Trainee cohort started on Tuesday, September 6, 2022